



CASE STUDY

## INFORMATION NETWORK CORPORATION (INC)

### Industry:

Health Management

### Location:

Phoenix, Arizona

### Statistics:

- 270 employees in the Phoenix office – 1,000 employees nationwide
- Teleworking since 1999
- 13 Teleworkers

### Business benefits:

- Retain valued employees
- Provide flexible work schedule
- Meet trip reduction targets

*"When we set out to create a more flexible environment for our employees, we had no idea what a valuable tool telework would prove to be."*

– Jim Jacobson

### Unique Aspects:

- Five employees based out of INC's Phoenix office actually live and work on the east coast. They are able to perform their work at a distance due to management's ability to manage performance remotely
- Teleworkers perform a variety of tasks when working at home including data processing, programming, word processing, and editing

### Work/Life Balance and Air Quality Impacts:

- Teleworkers at INC save 90 minutes in commute time and reduce travel by 50 miles each day they work from home

- More than 740 pounds of pollutants are being saved annually
- Time not spent commuting is spent with their families, sleeping later, doing household chores, and doing more work for INC.

### Bottom-Line Results:

- Teleworkers report that their morale and productivity have improved
- INC teleworkers report that they are less likely to look for another job because of being able to work away from the office

*"Our teleworkers tell us they are less likely to look for other work because of the opportunity INC gives them to work from home."*

– Jim Jacobson



## ***How the program got its start:***

INC is responsible for providing computer services and support in the Medicare and Medicaid arena for counties, states, and health plans across the U.S. Additionally, INC serves as the information technology arm for the AmeriChoice Corporation.

INC's entry into teleworking in 1999 was part of a three-pronged effort to introduce more flexible work schedules. They wanted to retain valued employees and meet local trip reduction mandates by reducing the number of days employees had to travel to its office.

INC's initial teleworking experience consisted of an eight-month teleworking pilot program during which telework policies, operating practices, an on-line training program, and supervision procedures were developed and tested. Seven employees from work groups representing jobs performed throughout the company were selected to participate in order to determine feasibility. Employees were selected by their supervisors to participate and were required to use their own computer equipment. However, INC provided teleworkers with software and high-speed communication services.

Employees selected to telework were required to participate in a telework training program, which was designed by INC staff and made accessible on the company's intranet.

## ***What INC has learned about telework:***

- Tangible measures of productivity must be used to gauge performance of teleworkers and employees working in the office.
- Employees must have access to high-speed communication lines in order to work as efficiently at home as in the office.

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***"We have been able to recruit and retain some quality employees because of our team's remote management capabilities. Without telework, we wouldn't have access to their talents."***

*– Jim Jacobson*

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- Address concerns of supervisors for not seeing employees at work by instituting communication practices that encourage phone and e-mail contact. Expect initial problems that demand immediate attention.

- Teleworking is an effective tool to meet trip reduction objectives that contributes to the 'bottom line'.

- Improvements in employee morale should be promoted, especially the excitement of being able to focus on work without disruptions.

- Ensure that software licenses allow remote access.

- Actively involve staff from

information technology departments to develop and implement effective work practices.

- Developing and launching telework arrangements take longer than expected. Delays with setting up remote access to computer networks, procurement of high-speed communication services, and getting supervisors on board with new work arrangements may pose the greatest obstacles.

- Training programs allow for communicating performance expectations, defining operating practices, airing of concerns, and troubleshooting perceived obstacles.

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